

**SECRET**

*DARE*  
*Top Secret*

*Indent  
3 spaces*

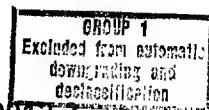
← 4. DARE Experiment

Bearing in mind the constant incentive to improve the central reference facilities it was building for its customers, OCR developed the idea of giving the requester for Intellofax service a reproduction of the first page of each document he wanted, in lieu of a listing of the pertinent titles which had been done heretofore. The proposal was first made in March of 1960.<sup>141</sup> The basic premise was that the use of the first page of a document as a bibliographic reference would be a material improvement over the Intellofax reference both in substantive content and in retrieval potential. The proposed system was to reproduce reduced-size images of the first page of intelligence documents on IBM cards by the electrostatic process. Two prototype 25X1A machines were built by [redacted], using the Xerox technology, and a third was built for a somewhat different purpose in the Biographic Register as described below.

*Recording*

The new system, called DARE (Document Abstract Reading Equipment), encountered a host of problems before its final inauguration on a full-scale basis in early November 1964. There

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were wide differences of opinion regarding the concept itself and seemingly endless problems in perfecting the machine's performance, especially in maintaining quality control. <sup>In</sup> For the meantime, <sup>25X1A</sup> [redacted] was engaged to build a <sup>comparison</sup> machine (the DARE Enlarger) to enlarge the reduced images for delivery to the customer. This equipment <sup>superbly</sup> <sup>beginning</sup> performed <sup>expertly</sup> from the <sup>start</sup> and made it possible to get the new system finally started on a large scale. OCR's own machine shop—in keeping with a long tradition—also built viewing machines for analysts to use in selecting cards they wished to have enlarged.

Within 90 days of the full implementation of the system (November 28, 1964), the Chairman of the DARE Committee\* (the SPA/OCR) was able to report that performance exceeded expectation<sup>s</sup> both in economy and efficiency of operation and in customer acceptance.<sup>15</sup> The "lapsed time" from mail bag to aperture card file and source card file was dramatically reduced from two or three weeks to seven or eight days or less and was being further reduced. <sup>Experimentation for use of DARE began in June 1963 for items that were given minimum processing treatment, NODEX (not indexed).</sup> NODEX\*\* items reached the files in three days or less. Significant savings

*venerable* *meaningful*

- \* This Committee concerned itself with many other document handling matters and was instrumental in having the ~~never a~~ ~~source card file recharged~~; it also greatly expanded the use of "meaningful" numbers" on documents, including even those of DDP and OO—a task started but never fully completed by CODIB.

*After D*  
\*\* Explain and state NODEX items had been handled by DARE for a long

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in personnel were effected, especially in the Document Division. A further review of the system almost a year after its inception revealed that the gains in economy and efficiency had been maintained or improved upon. The DARE system was gradually phased out (except in BR) in late 1967 and early 1968 as new computer techniques were progressively introduced <sup>16</sup> after the reorganization of September 1967.

The third DARE machine (Machine "C") was introduced into the document processing operations of the Biographic Register with even more dramatic results. Previous to its introduction, BR had filmed documents on 35mm film and sent them to Printing Services Division, where the film was processed and a reduced image printed on 5 x 8 cards on the Xerox Copyflo machine. The DARE machine accomplished all of this in one simple operation on BR's premises. <sup>In both instances, the reduction in image size, was minimal and the cards were readable with out enlargement.</sup> The use of this machine continued until mid-1969 when improved equipment of another manufacturer was adopted. <sup>17</sup> Although figures on savings in costs and time are not available, it is apparent that they must have been <sup>substantial</sup> ~~tremendous~~ over the five-year period.

Thus, an idea which germinated in OCR—as did many others—  
<sup>significantly</sup> contributed substantially not only to improved customer service but to

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25X1A

*initially*  
significant economies in operation. Indeed, the idea was adopted and further perfected by the [redacted] and machines of this type became part of their inventory of document-reproduction equipment.

*Major Achievement*  
~~Although many minds and hands contributed to this result, the record~~  
~~does not show that recognition was accorded either within OCR or by~~  
~~the Agency to those involved. Indeed, OCR employees were accustomed~~  
~~to considering their many self-generated improvements in document~~  
~~handling as just part of the job to be done and gave little thought to~~  
~~recognition. In the long perspective of OCR history, however, it seems~~  
~~that greater <sup>internal</sup> recognition of innovative talents of OCR employees~~  
~~might have compensated for the chronic lack of understanding and appreciation~~  
~~of OCR's achievements by other offices and by higher management.~~

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